



DEPARTMENT OF THE AIR FORCE  
WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

19 MAR 2001

MEMORANDUM FOR SEE DISTRIBUTION

FROM: SAF/AQ  
1060 Air Force Pentagon  
Washington DC 20330-1060

SUBJECT: Acquisition Requirements Review and Strategic Planning

I sincerely appreciate the support you are giving to the acquisition workforce strategic planning effort. The details of this task were discussed at the kick-off meeting held on 20 Feb 01 and further examined at the subsequent Rapid Improvement Team meeting on 8-9 Mar 01. This meeting was instrumental in providing insight into the details of identifying requirements for the acquisition workforce of 2008 and beyond. I expect that your representative has briefed you on the status of this effort and the direction we are headed.

The next stage in this effort involves establishing focus groups comprised of subject matter experts from each of the acquisition functional disciplines, specifically, program management, systems planning research development & engineering, test & evaluation, contracting, comm-info, acquisition logistics, functional management, and manufacturing, production & quality assurance. MAJCOM representation is a critical component of these focus groups because of the impacts acquisition has on the using commands. The challenge for these focus groups is to identify business processes that could be reengineered to help overcome anticipated limitations on talent availability and to define and quantify future workforce characteristics based on informed assumptions about future warfighter needs. The success of these focus groups and the overall strategic planning effort depend upon selecting the most knowledgeable individuals to participate--individuals who not only know their functional area but are creative and innovative. Ultimately, the results of this effort will form an established process that can be used to refine the requirements of the future acquisition workforce to keep pace with any changes in the Air Force mission.

I request your continuing support in accomplishing this critical task by giving the individuals you have assigned the time and resources they need especially in support of the focus groups being formed. A meeting with all focus groups participants is scheduled for 26-28 Mar 01 in Washington D.C.

My POC is Maj Wayne Descheneau, SAF/AQXD, at (703) 588-7277 or DSN 425-7277 or email at wayne.descheneau@pentagon.af.mil.

DARLEEN A. DRUYON  
Principal Deputy Assistant Secretary  
(Acquisition & Management)



DEPARTMENT OF THE AIR FORCE  
WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

FEB 8 2001

MEMORANDUM FOR SEE DISTRIBUTION

FROM: SAF/AQ  
1060 Air Force Pentagon  
Washington DC 20330-1060

SUBJECT: Acquisition Requirements Review and Strategic Planning

The Air Force is facing critical shortages in its acquisition professional workforce that will only worsen if left unchecked. To focus our corrective measures, it is imperative that we review our manpower needs to realistically and accurately define the types and quantities of personnel needed to accomplish the acquisition mission in 2005 and beyond. This will be a difficult task but it is absolutely necessary to ensure we effectively use the limited resources available and more importantly that we correctly posture the acquisition workforce to succeed in the future by targeting recruitment and retention efforts in those critical areas in most need.

Previous efforts have essentially endorsed the status quo, which we can no longer afford. Increased competition for technical talent in a shrinking labor pool, coupled with accelerating changes in warfighter needs, demand a fresh, needs-based redefinition of our manpower requirements. This requires each organization to determine the specific qualifications, quantity, and mix of civilian, military (to include Reserve and Guard), and contractor support personnel necessary to successfully perform their mission.

I request your support in accomplishing this critical task by appointing a representative to participate in a bottoms-up review of the acquisition workforce requirements. A meeting with the representatives is scheduled for 20 Feb 01 in Rosslyn VA to begin this most important process. Please have your representative contact my lead for this effort, Maj Wayne Descheneau, SAF/AQXD, DSN 425-7108 or commercial (703) 588-7108, wayne.descheneau@pentagon.af.mil.

A handwritten signature in black ink, appearing to read "Darleen A. Druyun".

DARLEEN A. DRUYUN  
Principal Deputy Assistant Secretary  
(Acquisition & Management)

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See Attached List

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DEC 01 2000



ACQUISITION AND  
TECHNOLOGY

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Acquisition Human Resource Performance Plans

*Shaping the Civilian Acquisition Workforce of the Future* calls for the Service and Defense Agency acquisition communities to develop and integrate needs-based Human Resource Performance Plans within their components annual performance plans by July 1, 2001. These Plans shall include three major elements and their interrelationships: strategic intent; workforce characteristics; and human resource policies and practices. See attachment for definitions and examples. In conjunction with the Office of the Deputy Assistant Secretary of Defense for Civilian Personnel Policy (ODASD(CPP)), our goal is to support or strengthen the acquisition community's capability to conduct human resource planning at all levels within the community.

Development of a needs-based Human Resource Performance Plan is a key enabler for many of the other initiatives required to properly shape our workforce. We, along with ODASD(CPP), will provide an overall workforce shaping framework for your use. This framework will provide a structured process for developing a needs-based Human Resource Performance Plan focused on those characteristics of the future workforce that are critical to meeting the needs of acquisition organizations. We propose to schedule a kick off meeting early January to provide advice and assistance in the use of the framework. Once the plans are completed, we will work with you to address needed DoD legislative, policy, and program changes.

Senior leadership commitment and resources are essential for the success of these plans. You should provide overarching corporate guidance and ensure that adequate resources are programmed in the FY 2003 Program Objective Memorandum to support the strategies developed by your human resource planning process.

The point of contact for this correspondence is Ms. Theresa Atkins, Acquisition 2005 Task Force Member, (703) 845-6723.

Keith Charles  
Acting Director, Acquisition  
Education, Training and Career  
Development

Attachment  
As stated



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PRESIDENT, DEFENSE ACQUISITION UNIVERSITY

Attachment  
As stated



## **Development of a Needs-Based Human Resource Performance Plan**

### **Definitions:**

- *Strategic intent* describes how an organization wants to do business in the future and drives the qualifications and quantity of personnel required to perform its mission. This intent is based on both the Department of Defense and Component corporate guidance along with an Organization's mission, vision, strategic plan, goals, and objectives. Corporate guidance can take the form of desired outcomes, specific policies, or planning assumptions.
- A *workforce characteristic* is a concrete and measurable dimension of the relevant workforce that is critical for organizational success and influenced by human resource policy decisions. An example would be the numbers or distribution of civilian acquisition workforce members by component, organization, grade, seniority, gender or other diversity criteria, or functional specialty.
- *Human resource policies and programs* refer to specific human resource interventions, such as a hiring bonus, or a training program to prepare employees for managerial responsibilities; or targeting recruiting efforts at the top ten percent of engineering schools.
- A human resource strategy or plan is a combination of aligned policies and programs targeted to solve a particular problem. A *needs based Human Resource Performance Plan* is the Component's set of human resource strategies for ensuring the workforce of the future possesses the needed characteristics.

**USD(AT&L) corporate guidance:** We request that you consider the Department's acquisition workforce strategic intent as you provide additional Service or Component corporate direction and respond to this call for a needs-based Human Resource Performance Plan.

- Identify and challenge stated and unstated assumptions.
- Transition from managing supplies to managing suppliers.
- Reduce reliance on military members to the greatest extent possible.
- Fully implement the intent of DAWIA to maximize the consideration of and compete civilian and military personnel for acquisition positions to select the "best qualified."
- No additional workforce reductions to the acquisition workforce. Government Performance Review goals are planned after FY01.
- Components may incorporate additional workforce reductions based on changing mission needs and requirements.
- In conjunction with the acquisition career area Functional Advisors, implement:
  - *Future Acquisition and Technology Workforce Report*, April 7, 2000
  - *Shaping the Civilian Acquisition Workforce Report*, October 11, 2000

In the context of the strategic intent, the overall workforce shaping framework will provide a structure to develop a needs-based human resource performance plan. This workforce shaping process

- Identifies the workforce characteristics needed in the future,
- Estimates what characteristics the workforce will possess in the future assuming continuation of current policies, and
- Develops a set of actions designed to ensure the workforce of the future will possess the characteristics needed.